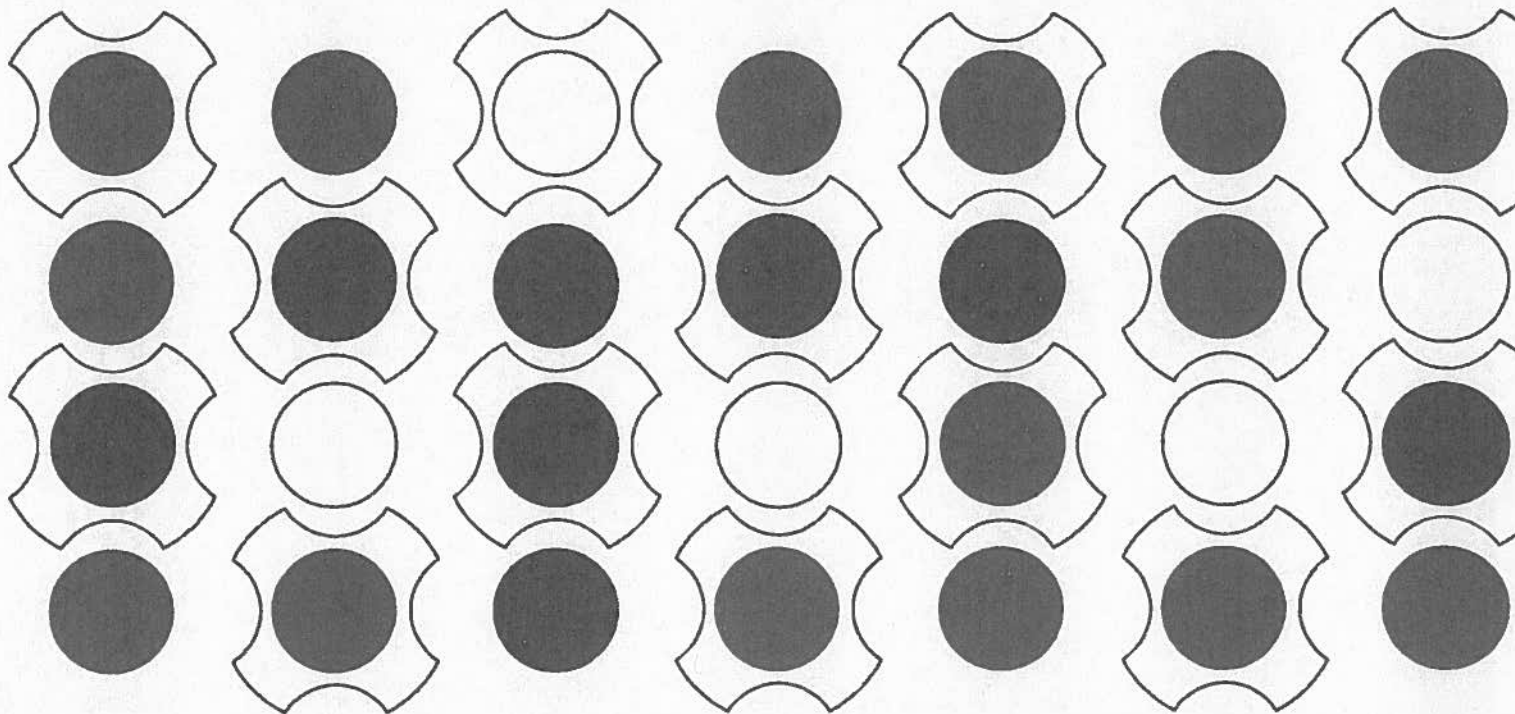


Team Dimensions Profile 2.0 Group Report



(7 People)

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Introduction

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Working in a group setting usually means working with people who are different from you. You'll probably find that you're good at some things that are difficult or stressful for others in your group. On the other hand, many people in your group are probably good at things that aren't as comfortable for you. The *Team Dimensions Profile* identifies various roles that may come naturally to different people in your group.

Creators generate new ideas and fresh concepts. They prefer to live in the world of possibilities and look for activities that are unstructured, abstract, and imaginative.

Advancers communicate new ideas and carry them forward. They focus on the interactive world of relationships and often manage the human part of any solution.

Refiners analyze ideas for flaws or revise projects systematically. They focus on the objective, analytical world of facts or theories.

Executors deliver concrete results and seek successful implementations. They tend to be realists who pay attention to details and the bottom line.

Flexers have an equal preference for most or all of the roles and can often adapt their styles to fit the team's needs.

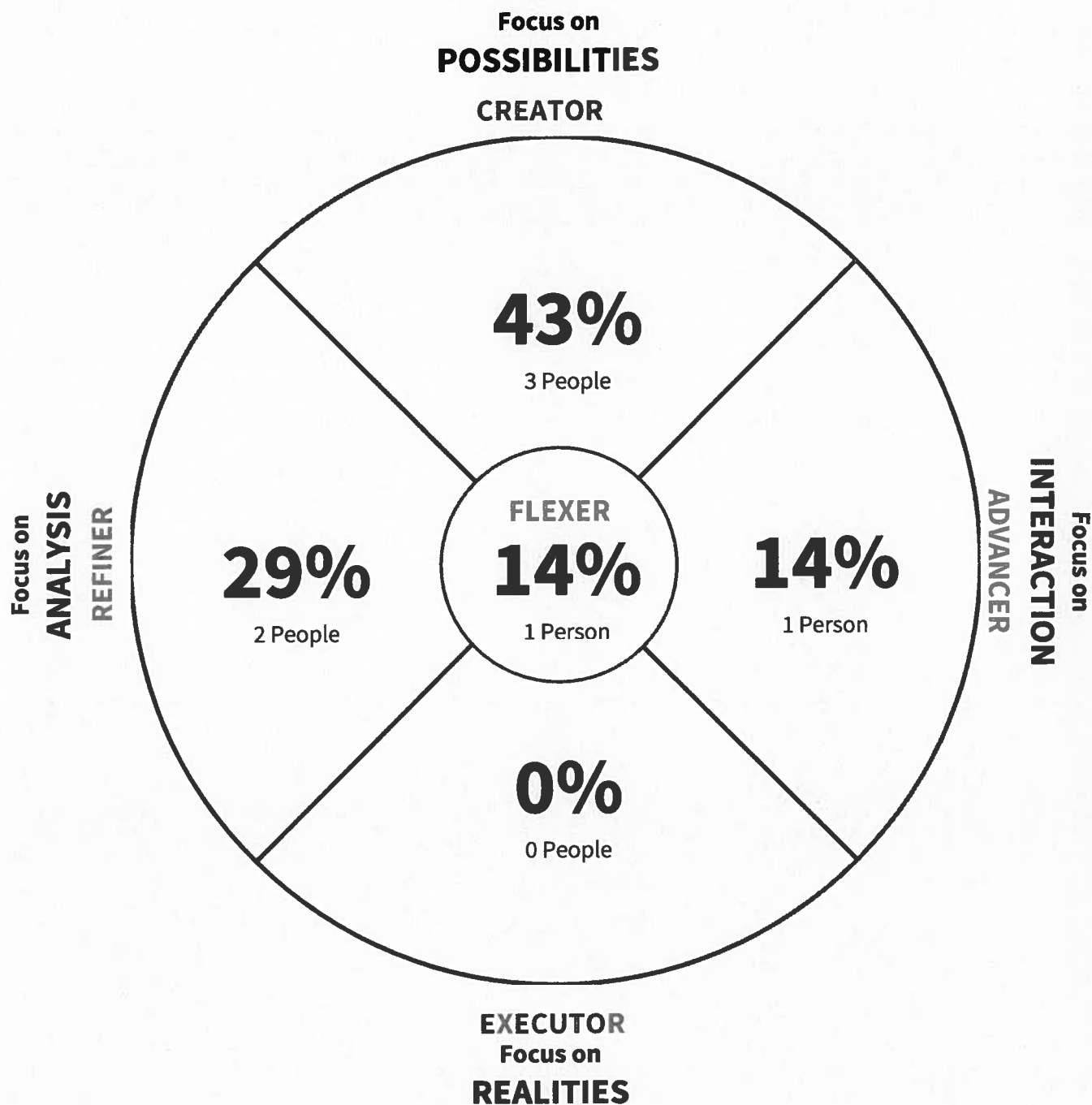
This report is designed to help each person find their niche so that the entire group can benefit. The following pages will help your group understand how it can make the most out of everyone's talents. The report also highlights the differences among your group members and some of the problems that may arise as a consequence. Finally, the report is intended to help your group understand how it can capitalize on its strengths to build a more productive and enjoyable environment.



Team Role Distribution

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The graphic below shows the percentage of people in your group who represent each of the different team roles. The number of people in each role is also shown beneath each percentage.



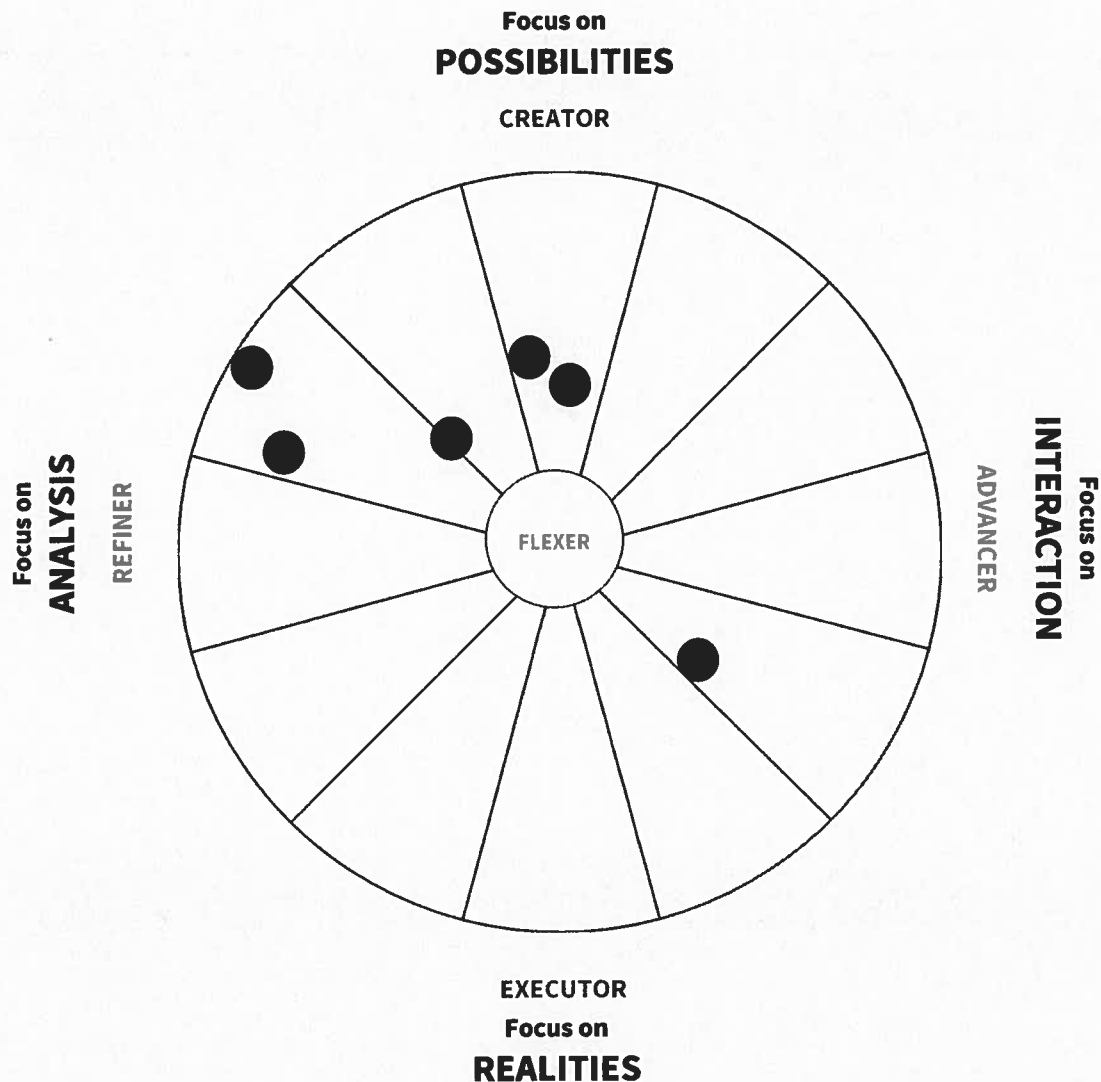


Team Dimensions Map

Team Dimensions Profile 2.0 Group Report

All of the members of your group are plotted on the Team Dimensions map below. Each dot represents one person. Your group members probably lean toward some roles more than others. As you can see, there is a fairly large percentage of Creators in your group. On the other hand, there are relatively few Advancers and Executors.

Because two people can occupy the same position on the map, some dots may overlap each other.



Overall, many people in your group seem to have a preference for the Creator role. Oftentimes, groups with this pattern of results place a high value on abstract, imaginative, unconventional thinking. They enjoy exploring new ideas and unusual strategies and usually aren't bound to a rigid structure. Consider how well this describes your group.

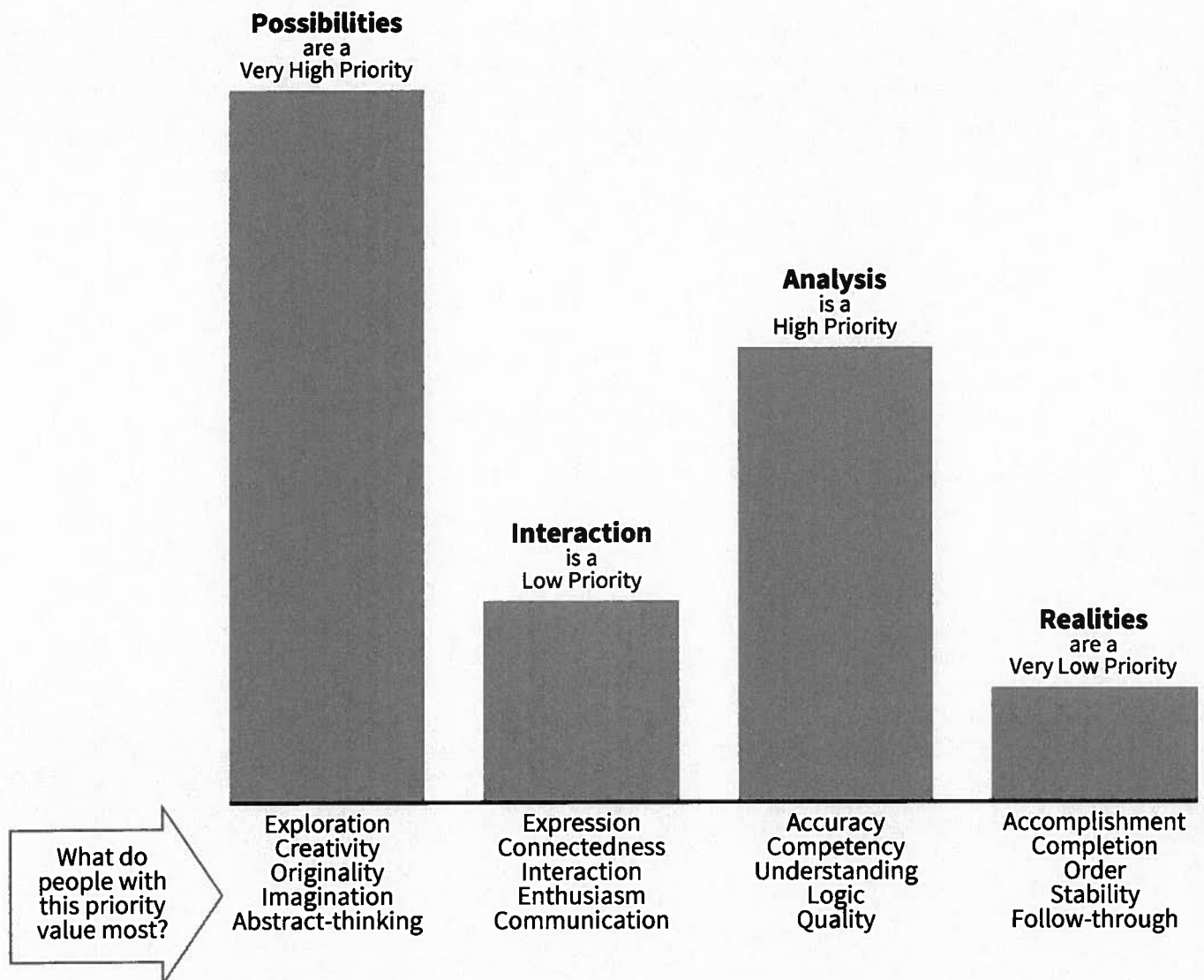


Your Group's Priorities

Team Dimensions Profile 2.0 Group Report

What is Important to the People in Your Group?

We each have our own priorities when it comes to our work. When many people on a team share the same priorities, they can become quite focused on those goals. They may, however, ignore important aspects of the job simply because no one is concentrating on that area. On the other hand, a team with a variety of different priorities may find that it is more balanced. But it may also find that these diverse priorities cause some tension and misunderstandings.



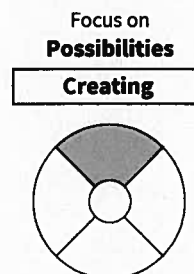
The figure above can help you understand the priorities of your group members. People who have a focus on Possibilities tend to place value in the freedom to explore and use their imagination. Group members who focus on Interaction often find that collaboration and personal expression are very important to them at work. People who have a focus on Realities tend to value pushing toward results and attaining a sense of accomplishment. Those who focus on Analysis frequently report that ensuring quality and demonstrating personal competence are strong motivators.



Creating

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Creating involves generating new ideas and seeing things from a new perspective. Sometimes this means challenging conventional methods. Other times it means entertaining ideas that seem unrealistic or impractical on the surface. Creators tend to have an instinctive knack for this sort of thinking, and when given the chance they often help a group push toward greater innovation. In your group, 3 out of the 7 people (43%) were Creators. This suggests that a large percentage of your group prefers this role.



Groups that contain a large percentage of Creators are often very open to innovation and look forward to experimenting with new or unusual ideas. They probably enjoy getting caught up in abstract discussions that feed on creativity and imagination. At the same time, they often contain people who have a low need for structure, which may lead to seemingly disorganized group work. Because many members are likely to have their own idiosyncratic way of doing things, it may be hard for the group to move together in a systematic way. In addition, groups with many Creators may be so attracted to colorful, visionary ideas that they lose sight of practical limitations. In other words, they may be so absorbed in a world of possibilities that they gloss over realistic concerns.

Building on Your Group's Strengths

Does the large percentage of the Creators in the group

- make the group more open to new ideas?
- lead to greater innovation and more artistic solutions?
- encourage unconventional thinking?
- foster conceptual or abstract thinking?
- inspire a willingness to take risks?

Consider if your group is using its strengths to the fullest. For example, is the group unstructured and open enough to take full advantage of all of the Creators it has? Is there a way for Creators to get their ideas heard and given full consideration? Are they given the freedom and encouragement to explore innovations that might lead the group to greater success?

Understanding Your Group's Limitations

Does the large percentage of the Creators in the group

- create a culture that is so unstructured that it frustrates others or gets in the way of productivity?
- keep the group from following through on its innovations?
- encourage the group to invest too much energy in impractical options?
- leave many group projects to get done at the last minute?
- create frustration or isolation for people who are not Creators, particularly Executors?

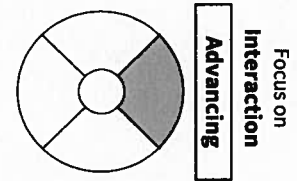
Consider how your group can address any of the important issues raised by the questions above. In particular, what does your group need in terms of structure, follow-through, practicality, detail-orientation, and planning? Further, groups with a large percentage of Creators sometimes get caught in an endless stream of brainstorming with few concrete results. Think about how to encourage Creators to pass along their ideas to other team members so that their innovations can be implemented.



Advancing

Team Dimensions Profile 2.0 Group Report

Advancing involves moving an idea forward so that it is no longer just an abstract vision, but rather is a plan that everyone in the group understands and sees as worthwhile. Communication is necessary so that everyone can see the value of the project in the big picture, as well as understand the scope and limitations of his or her role. In addition, generating enthusiasm helps create some emotional investment in the plan for everyone in the group. In your group, 1 out of the 7 people (14%) are Advancers. This suggests that a small percentage of your group prefers this role.



Consider which people in your group usually fill the Advancer role. Groups that contain few Advancers often have a less extroverted or outgoing culture. People may be inclined to socialize in close-knit circles, but may not spend much time with coworkers outside of their immediate workgroup. In such cases, important informal communication may suffer and people may be left in the dark. Also, consider that Advancers often have a natural drive to network and communicate with people outside the group. Those groups that don't have many Advancers sometimes find themselves very insulated if they are not deliberate in their attempts to branch out.

Building on Your Group's Strengths

Consider how you can foster the Advancing tendencies among your group members by

- creating processes to make sure people get the information they need about a project
- taking time to explain the big-picture vision of a project to everyone at various stages of the work
- introducing creative games or incentives that will get everyone engaged in the success of a project
- assigning someone to be responsible for communicating changes in a plan and addressing questions that arise

Although there are fewer Advancers in your group, you can still create an environment that fosters communication and enthusiasm. Oftentimes, a frank discussion about people's communication needs can uncover gaps that are easily filled. Also, as mentioned above, there are some fairly simple practices that can help encourage everyone's engagement and excitement for a project.

Understanding Your Group's Limitations

Because there are fewer Advancers in the group, consider if your group

- lacks people who are good at selling or promoting the group's ideas
- has too little informal communication outside of immediate work groups
- is inattentive to the emotional needs of people in the group
- is too isolated from the outside world
- fails to rely enough on its instincts or intuition to make decisions

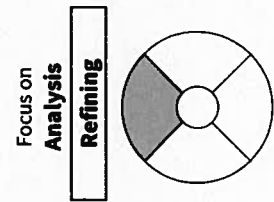
Consider how your group can address any of the important issues raised above. In particular, think about specific, concrete changes that might encourage people to take on those activities that are traditionally done by an Advancer.



Refining

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Refining usually involves a deep level of analysis and evaluation. This means looking at a problem from a rational and objective point of view. At times, it requires a good deal of skepticism and critical thinking to catch mistakes and test the merit of an idea. Refiners tend to excel at this sort of thinking and can help the group develop logical, systematic solutions. In your group, 2 out of the 7 people (29%) were Refiners. This suggests that an above average percentage of your group prefers this role.



Take some time to think about the role that Refining has in your group. On teams that have an average number of Refiners, these people often play a critical role in quality control and voicing objections to new ideas. For example, Refiners usually take the time to reflect on a new proposal and scrutinize it for potential holes. They are also the ones most likely to spot issues that could cause complications or problems down the line. It is important to think about the influence that Refiners have on your group culture. Consider how quality control is maintained in your group and who usually takes on these responsibilities.

Building on Your Group's Strengths

How can your group best harness the power of its Refiners to encourage

- greater quality and accuracy?
- in-depth evaluations before decisions are made?
- a skeptical review of new ideas?
- the identification of pitfalls or errors before they create a larger problem?
- plans that are practical, well structured, and methodical?

Consider if the group is using its strengths to the fullest. For example, are the Refiners in the group given the time they need to make quality decisions and catch errors? Are Refiners included in project planning? In what ways could the logical analysis provided by Refiners be put to greater use?

Understanding Your Group's Limitations

Although your group probably doesn't have an overwhelming focus on Analysis, you may still want to consider whether

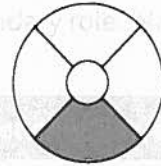
- the group culture is so solitary that it hurts communication inside or outside the group
- there is so much skepticism that unusual ideas are shot down before they have a chance
- decision-making based on intuition or "gut" is discouraged
- the group is sometimes stagnated because it overanalyzes a situation
- the environment feels cold or critical to the non-Refiners

Consider how your group can address any of the important issues raised above. In particular, what does your group need in terms of communication, intuitive decision-making, empathy, or risk-taking?

Executing Data Table

Team Dimensions Profile 2.0 Group Report

Executing means following through on a plan to bring a project to completion. This frequently requires considerable dedication and organization. Further, it sometimes demands the discipline to stick to routine or repetitive tasks. Executors often have the drive necessary to see a project through to a finished product. In your group, 0 out of the 7 people (0%) were Executors.



Executing

Focus on
Realities

Consider which people in your group might fill the Executor role. Groups that contain no Executors tend to be a little less structured in nature. Their work processes are often more fluid and adaptive, responding to the changing needs of the environment. Although this flexibility may be appreciated by some, the group may still need people who are committed to following through on routine or repetitive work. Also, these groups need members who make sure that the final touches are put on a project. Oftentimes, Refiners may step in to fill this Executing role, as they also have a strong task orientation.

Building on Your Group's Strengths

Consider how you can build Executing tendencies among your group members by

- setting up meetings to discuss the organizational needs of workgroups
- attaching milestones to your timelines that can mark a team's progress
- deliberately discussing the use, and misuse, of schedules in the group
- giving the people who do the implementation work a larger say in implementation planning
- identifying strategies to ensure that repetitive or routine work is completed reliably and accurately

Although there are no Executors in your group, you can still create an environment that produces consistent, dependable results. When group members do not have a strong natural tendency toward Realities, groups may simply need to be more intentional about scheduling, creating group structure, and assigning people to perform everyday, detail-oriented work.

Understanding Your Group's Limitations

Because there are no Executors in the group, consider if your group

- fails to get projects done when it says it will
- knows how to perform concrete follow through on new ideas
- has enough structure and organization
- lacks attention to details and specifics
- ignores group guidelines and procedures

Consider how your group can address any of the important issues raised above. In particular, think about specific, concrete changes that might encourage people to take on those activities that are traditionally done by an Executor.